

Integrated Care Board

Date of meeting	24 July 2025
Title of paper	ICB Staff Surveys Update
Presented by	Debbie Eyitayo, Chief People Officer
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Agenda item	12
Confidential	No

Executive summary

This paper provides an update on the recent ICB staff surveys conducted to assess the overall health, wellbeing, and engagement of our staff. The surveys aimed to gather insights into the current workplace environment, identify areas for improvement, and develop strategies to enhance employee experience.

In the survey responses, the ICB is praised for its regular and honest communication internally. In relation to employee involvement, 'I am able to make suggestions to improve the work of my team/department' is 4.7% above the national average and remains a good score. It is very positive to see that more than 70% of respondents have had a health and wellbeing conversation in the last 3 months. It's further encouraging to see that almost 80% of those respondents found the conversation to be supportive. Other key findings from the surveys indicate the disappointment around the lack of timely updates nationally regarding the ICB reforms, low mood and concern around job security.

The paper also provides a summary of system feedback following the 2024 national staff survey results and an update on work with the regional NHS England team to support our system partners to improve staff experience collaboratively.

Assurance is also provided that the ICB People and Culture Sub-Committee receives regular updates on staff surveys and the progress of actions from the analysis.

Recommendations

The Board is requested to:

1. Note that actions from staff surveys are being addressed and that assurance is provided to the ICB People and Culture Sub-Committee on a regular basis.
2. Approve the planned approach to the 2025 national staff survey decision.

Which Strategic Objective/s does the report relate to:		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	
SO2	To equalise opportunities and clinical outcomes across the area	
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	✓

SO4	Meet financial targets and deliver improved productivity				
SO5	Meet national and locally determined performance standards and targets				
SO6	To develop and implement ambitious, deliverable strategies				
Implications					
	Yes	No	N/A	Comments	
Associated risks			✓	<i>Highlight any risks and where they are included in the report</i>	
Are associated risks detailed on the ICB Risk Register?			✓		
Financial Implications			✓		
Where paper has been discussed (list other committees/forums that have discussed this paper)					
Meeting	Date			Outcomes	
ICB Executive Team Meeting	1 July 2025				
Conflicts of interest associated with this report					
Not applicable					
Impact assessments					
	Yes	No	N/A	Comments	
Quality impact assessment completed			✓		
Equality impact assessment completed			✓		
Data privacy impact assessment completed			✓		
Report authorised by: Debbie Eyitayo, Chief People Officer					

Integrated Care Board – 24 July 2025

ICB Staff Surveys Update

1. Introduction

- 1.1 At the ICB Board meeting in May 2025 an action was taken to provide an update on the most recent ICB staff survey results.
- 1.2 The latest national quarterly pulse surveys were completed by staff in January and April 2025. The most recent staff surveys conducted are the wellbeing check-ins during May and June 2025. The July national quarterly pulse survey is currently open for staff responses.
- 1.3 Whilst the ICB did not participate in the national staff survey in 2024; our system providers did. We are currently supporting NHS England in working with our providers to improve staff experience collaboratively following the staff survey results.

2. National Quarterly Pulse Survey (NQPS) January 2025

- 2.1 The ICB participated in the national quarterly pulse survey that took place in January 2025. There were 384 responses to the survey of 961 staff that were eligible to complete it, that's around 40% of the ICB workforce. This is the highest response rate we have had since beginning the NQPS in the ICB, which is a positive indicator of staff engagement.
- 2.2 The full data pack is available in Appendix 1
- 2.3 Some key highlights from the survey's responses are outlined here:
 - 82% of our people felt well supported in teams which has increased from 79.8% in July 2024 and is 6.3% higher than other ICBs.
 - 57% of respondents felt well informed about changes taking place in the ICB compared to 49.2% in July 2024 which is 7% higher than other ICBs.
 - Over 60% felt the ICB proactively supports staff health and wellbeing which is almost 7% higher than other ICBs. In July 2024 our score was 67.2%.
 - 42% of respondents would recommend the ICB as a place to work which has increased from 39% in July 2024 but is 6.6% lower than other ICBs.
 - 47% felt that patients/service users were the ICB's top priority which has dropped from 53% in July 2024 and is about 17% lower than other ICBs.
 - 37% said they would be happy with the standard of care provided compared to 36.6% in July 2024 and is 19.7% lower than other ICBs
 - The ICB responses are between 1% and 16% higher than other ICBs for motivation and involvement questions under employee engagement.
 - The ICB scored between 15% and 22.9% higher in the 3 flexible working questions compared to other ICBs.

- Colleague mood has dropped by around 6% since July 2024.

2.4 The free text comments in response to the following question the reasons for the current mood:

“What one piece of feedback at this time would you like to share with your senior local or national leadership team?”

The main themes included:

- There are both positive and negative views on the ICB values reset work. The whole initiative along with the all staff event on October 2024 has been very well received with a request for more of this type of event.
- Communication needs improvement. Need honest communication around financial issues and consultants’ progress.
- Streamline and simplify processes such as HR and finance.

2.5 As a result of these results the ICB has:

- Promoted civility including as part of the values and behaviours embedding.
- Implemented a resilience programme including resilience through change, leading through change, etc.
- Promoted compassionate an effective health and wellbeing conversations for all our people.
- Highlighted support for line managers.

3. National Quarterly Pulse Survey (NQPS) April 2025

3.1 The latest national quarterly pulse survey took place in April 2025, with 174 staff members responding, which is around 16% of the ICB workforce including embedded colleagues. The response rate has dropped significantly from January 2025 when around 40% of our workforce responded to the survey.

3.2 The full data pack is available in Appendix 2.

3.3 Some key highlights from the survey’s responses are outlined here:

- 37% of respondents are reporting general positivity which is the highest score of colleague individual mood.
- Positive mood has dropped by 23% since January 2025. The top reasons for this are ‘poor communication’ 26%, ‘too many changes that I don’t agree with or understand’ 23% and ‘concerns about job security’ at 23%. All three reasons are relating to central communications from 13 March onwards in relation to the ICB reform and very much out of the ICBs control.
- There was a decline in all the core metrics in April 2025, 2 of which are between 9.8 and 19.85% below the national average.
- Employee motivation has declined significantly since January 2025. Less than half of our people look forward to coming to work and only 53.5% are

enthusiastic about their job. From the free text comments, it is evident employee motivation is negatively impacted by the ICB reform.

- Each of the employee involvement question responses have declined by about 5%. However, 'I am able to make suggestions to improve the work of my team/department' is 4.7% above the national average and remains a good score.
- Recommending the organisation as a place to work has dropped significantly to 22.5% (49.7 below the national average), which the free text comments clearly show are largely related to ICB reform not our ICB specifically. However, there are a small number of free text comments relating to experiencing negative behaviours which could also contribute to this negative score.
- It is very positive to see that more than 70% of respondents have had a health and wellbeing conversation in the last 3 months. It's further encouraging to see that almost 80% of those respondents found the conversation to be supportive.

- 3.4 The free text comments in response to the following question provide a little more insight into the reason for the current mood:







"What one piece of feedback at this time would you like to share with your senior local or national leadership team?"

Over 63% of the responses were negative and related to national communication issues around the reforms. Over 10% positive comments were about ICB integrity and communication.

- 3.5 The ICB continues to provide and promote a range of staff support activities including occupational health, employee assistance programme, resilience sessions, team wellbeing sessions, health and wellbeing conversations and listening/wellbeing rooms. The ICB has also committed to provide timely updates to staff in relation to the ICB reform which is in direct response to staff feedback.

4. Wellbeing check-in May 2025

- 4.1 During the months in between the national quarterly pulse survey, the ICB conducts a wellbeing check-in comprising of the following questions:

<p>How are you feeling in relation to work?</p> <div style="display: flex; justify-content: space-around; align-items: center;">    </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <input type="radio"/> Positive <input type="radio"/> Neutral <input type="radio"/> Negative </div> <p>Why are you feeling that way?</p>
<p>How are you feeling general?</p> <div style="display: flex; justify-content: space-around; align-items: center;">    </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <input type="radio"/> Positive <input type="radio"/> Neutral <input type="radio"/> Negative </div> <p>Why are you feeling that way?</p>
<p>Which team/directorate are you in?</p>

- 4.2 Appendix 3 shows a summary of the wellbeing check-in data from May. 50.6% of responses in relation to work align very much with those from the April NQPS with regards to negativity increasing due to the ICB reform and national communication issues. The summary also shows the actions that have been completed most recently and those in progress as a direct result of feedback from the wellbeing check-ins and pulse surveys.

5. Wellbeing check-in June 2025

- 5.1 A summary of the wellbeing check-in data from June can be found in Appendix 4. There has been an increase of 9% of responses in relation to the current ICB situation and job concerns. Positively, work stress has decreased from 7.9% to 4.8% and workload pressures have decreased from 4.1% to 2.9%. As with the May check-in, this summary shows the actions that have been completed since the last report and those in progress.

6. Staff experience improvement plan

- 6.1 All the actions generated from staff surveys and engagement are monitored in the staff experience improvement plan, an extract of which can be seen in Appendix 5. A RAG rating has been applied to the plan. 94% of the actions are either green or complete. 2% are amber and 4% are red. The red and amber actions are not critical, rather long-term improvements such as the development of long service awards and focus groups to review experience of new starters. Key progress includes:
- Implementation of a resilience programme of work including REACT and Leading Through Change sessions launched in March 25.
 - Promotion of civility and embedding in the values and behaviours work commenced February 25.
 - Promotion of regular health and wellbeing conversations for staff May 25.
 - Health and wellbeing passport launched March 25.
 - Support for staff at risk of stress related sickness launches March 25.
 - Staff support intranet page launched June 25.
- 6.2 Regular updates are provided to staff detailing progress and achievements in improving staff experience using the fortnightly internal staff newsletter, slots during all staff briefings and a dedicated 'you said we did' page on the intranet. People from various directorates have attended staff briefings to share improvements made within their specific functions.
- 6.3 The People and Culture Sub-Committee regularly receives an update on staff survey results and progress of actions from the staff experience improvement plan. There is appropriate check and challenge from members.
- 6.4 Some actions from the staff experience improvement plan are linked to the 12-month people plan which is currently in progress.

7. Upcoming staff surveys

- 7.1 A poll was conducted with staff during June's all staff briefing to ascertain the appetite for completing the next national quarterly pulse survey during July 2025. 52% of staff in attendance voted 'yes' and 48% voted 'no'. Based on the feedback and the importance of the voice of our people, the NQPS will continue throughout July 2025.
- 7.2 Whilst an initial poll was also conducted for the national staff survey; we will continue to check with our people throughout the summer if the desire for the national staff survey is still present. The national staff survey embargoed results will be provided at the end of January 2026 with full results being made available to all staff between the middle and the end of March 2026. If the decision is taken to go ahead with the national staff survey, a plan to receive and action the results will be required. Consideration also needs to be given to the new ICB model which will look quite different from its present form and therefore how meaningful the results will be by the time they are received. A decision will be taken in early August after all these factors have been contemplated.

8. Lancashire and South Cumbria Integrated Care System (LSC ICS) 2024 national staff survey

- 8.1 Please see highlights from the system staff survey results below:
- The LSC ICS response rate for 2024 was 42.33% or 18,524 which has decreased by 3.36% since 2023. LSC ICS had the lowest participation rate in the North West at 42.33%.
 - 7 out of 9 survey themes were **statistically consistent** with the national average, with "We are always learning" and Staff Engagement scoring **statistically below**. Additionally, 8 out of 9 survey themes **statistically declined** since 2023 except for "We are a Team" which remained consistent.
 - LSC ICS saw **statistically significant** deterioration for sub-scores relating advocacy, involvement, raising concerns and work pressures. Additionally, "health and safety climate" sub-score also had **statistically deteriorated** since 2023 especially around adequate resources for colleagues to do their job properly.
 - At individual question level, most questions have seen a **deterioration** since 2023. The **most deteriorated** questions were on the percentage of people who reported they have adequate materials, supplies and equipment to do their work properly (-5.88%) followed by the people who believe there are opportunities for them to develop their career in their organisation (-4.88%) and the people who believe their organisation's top priority is care of patients/service users (-4.44%).
 - Despite some overall declines, there have been small **positive improvements** with specific questions. Reports of physical violence (+1.28%) has increased, along with more staff receiving appraisals (+2.86%) and staff feeling able to approach their manager about flexible working (+1.4%).

8.2 The ICB was asked to support the NHSE England regional team, in working with system partners to address key lines of enquiry following the staff survey results. The ICB Chief People Officer (CPO) has been liaising with the system CPOs in relation to this. The ICB Health, Wellbeing and Engagement Lead has established a network with staff survey leads to address actions collaboratively where possible.

8.2 Based on the model ICB blueprint and forthcoming changes; we anticipate this work will sit with the NHS England regional team in the future.

9. Conclusion

9.1 Assurance is provided to People and Culture Sub-Committee on staff experience improvement actions, including all those from our staff surveys.

9.2 The ICB will continue with next National Quarterly Pulse Survey which will run throughout July 2025.

9.3 We will consult with our people again during the summer in relation to proceeding the national staff survey in Autumn.

9.4 Based on the model ICB blueprint and future direction; we anticipate the LSC key lines of enquiry in relation to national NHS staff survey work will sit with the NHS England regional team. We will continue to work with our system partners to improve staff experience collaboratively where possible.

10. Recommendations

10.1 The Board is requested to:

1. Note that actions from staff surveys are being addressed and that assurance is provided to the ICB People and Culture Sub-Committee on a regular basis.
2. Approve the planned approach to the 2025 national staff survey decision.

Ambreen Bhatti

1 July 2025



**Lancashire and
South Cumbria**
Integrated Care Board

Appendix 1 - National Quarterly Pulse Survey January 2025 Data Pack



LSC ICB NQPS Jan
2025 report_v2.pptx



Key highlights

- Around 16% of our workforce responded to the national quarterly pulse survey in April.
- 37% respondents are reporting general positivity which is the highest score of colleague individual mood.
- Positive mood has dropped by 23% since January 2025. The top reasons for this are 'poor communication' 26%, 'too many changes that I don't agree with or understand' 23% and 'concerns about job security' at 23%. All three reasons are relating to central communications from 13 March onwards in relation to the ICB reform and very much out of the ICBs control.
- There was a decline in all the core metrics in April 2025 2 of which are between 9.8 and 19.85% below the national average.
- Employee motivation has declined significantly since January 2025. Less than half of our people look forward to coming to work and only 53.5% are enthusiastic about their job. From the free text comments, it is evident employee motivation is negatively impacted by the ICB reform.
- Each of the employee involvement question responses have declined by about 5%. However, 'I am able to make suggestions to improve the work of my team/department' is 4.7% above the national average and remains a good score.
- Recommending the organisation as a place to work has dropped significantly to 22.5% (49.7 below the national average), which the free text comments clearly show are largely related to ICB reform not our ICB specifically. However, there are a small number of free text comments relating to experiencing negative behaviours which could also contribute to this negative score.
- It is very positive to see that more than 70% of respondents have had a wellbeing conversation in the last 3 months. It's further encouraging to see that almost 80% of those respondents found the conversation to be supportive

Around 16% of the ICB workforce including embedded colleagues responded to the survey

Response breakdown

Directorate	
Chief Executive Office	12
Digital	3
Finance	8
Medical	22
Nursing	47
People	12
Place	11
Strategy, commissioning and integration	33

Colleague mood comparison



Which one word best describes how you are feeling today? Top 4 answers:

Demotivated	30.5%
Pessimistic	15.6%
Stressed	12.1%
Calm	10.6%

Colleague individual mood April 2025

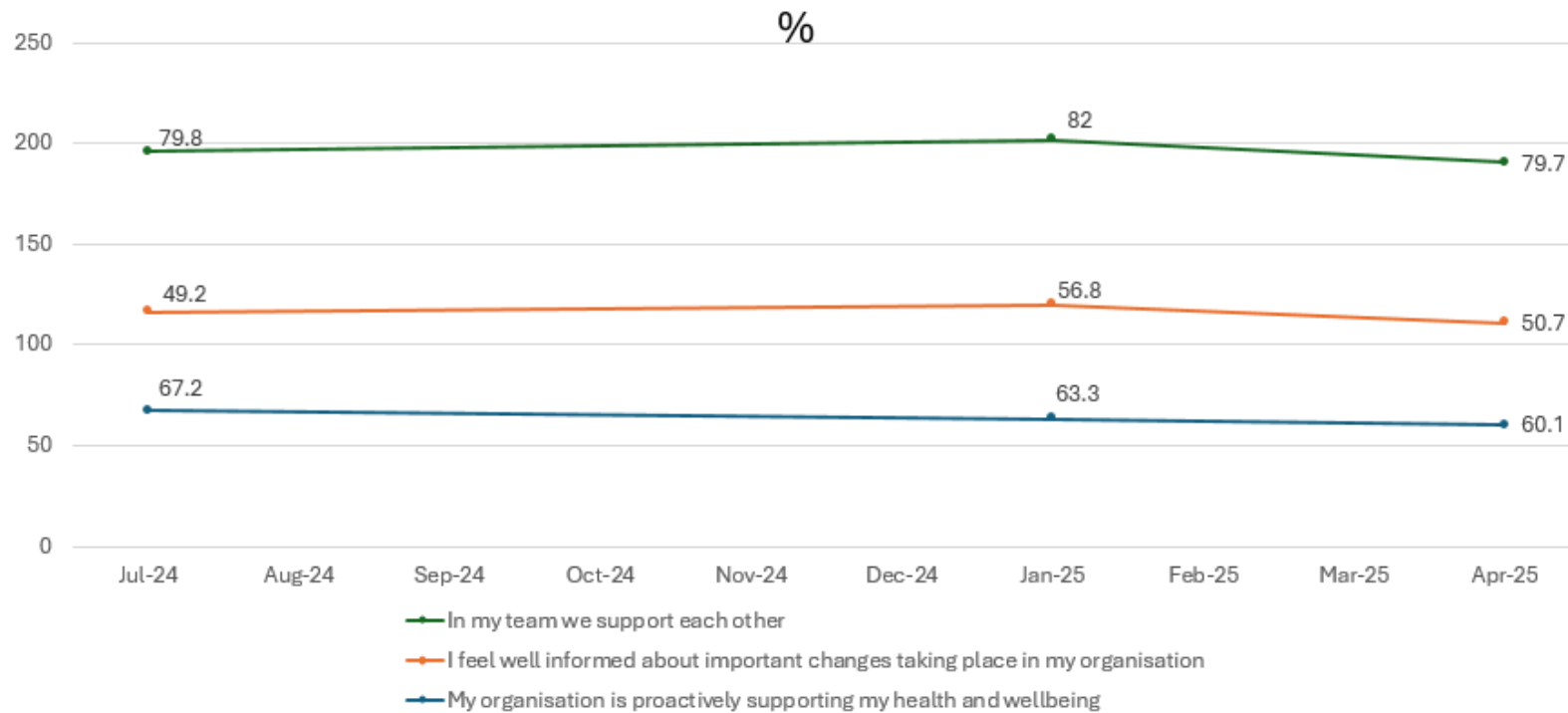
Why do you feel this way? – positive



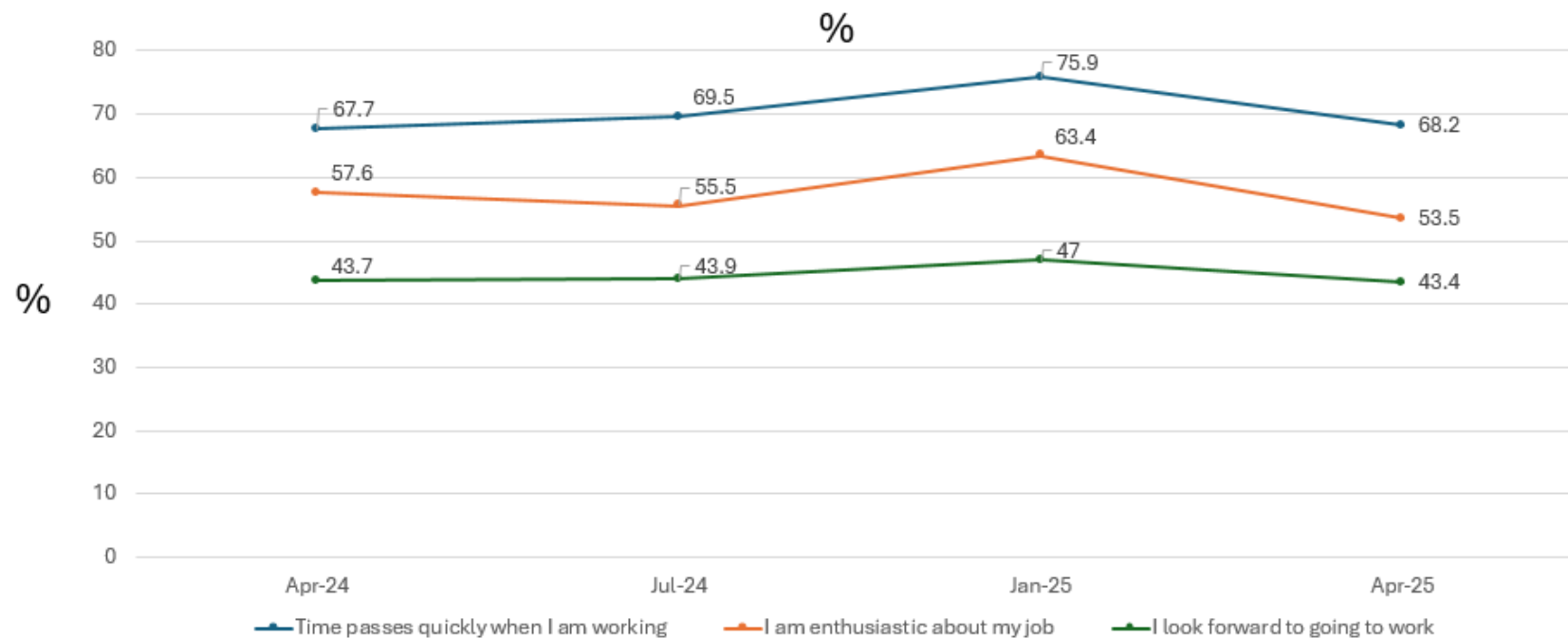
Why do you feel this way? – negative



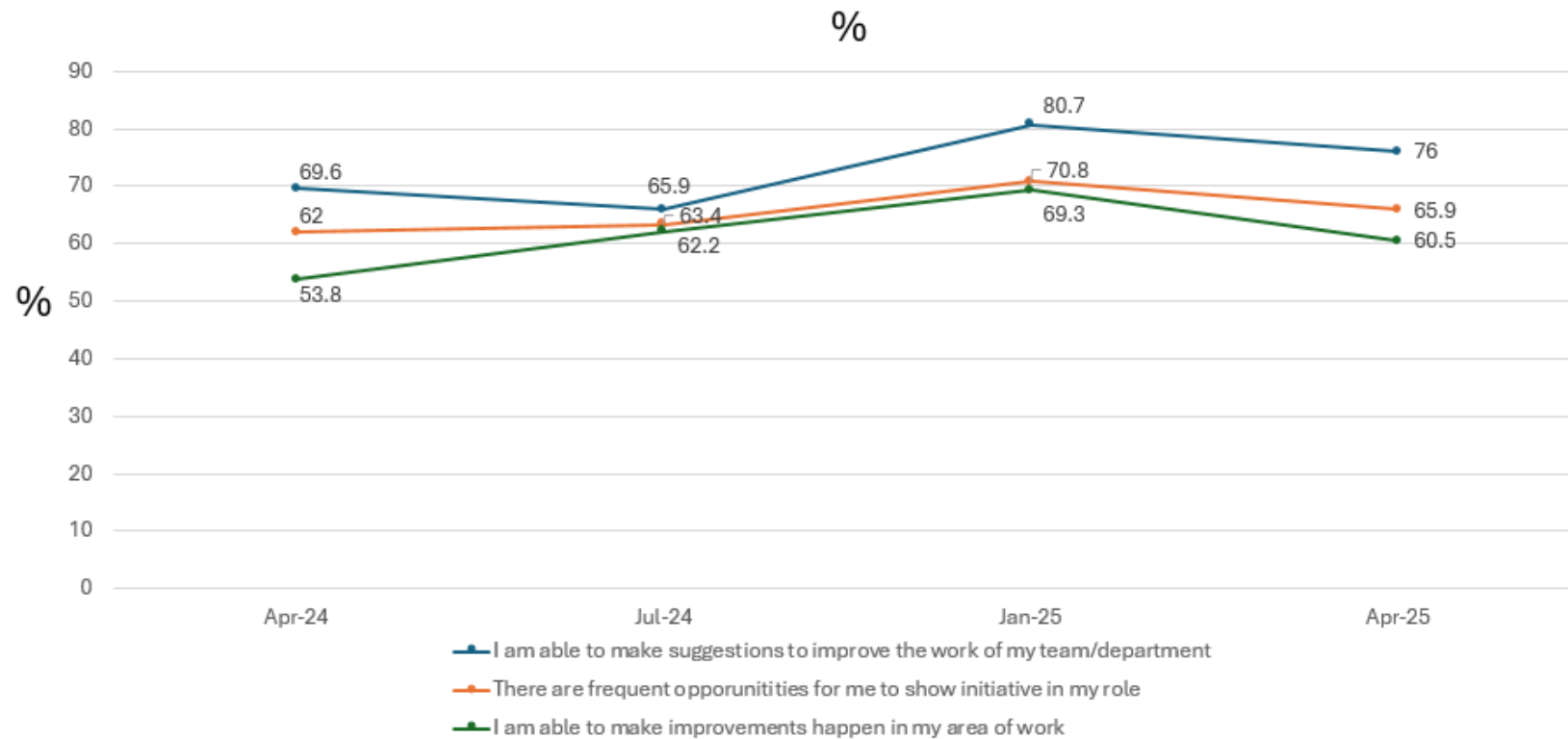
Core metrics



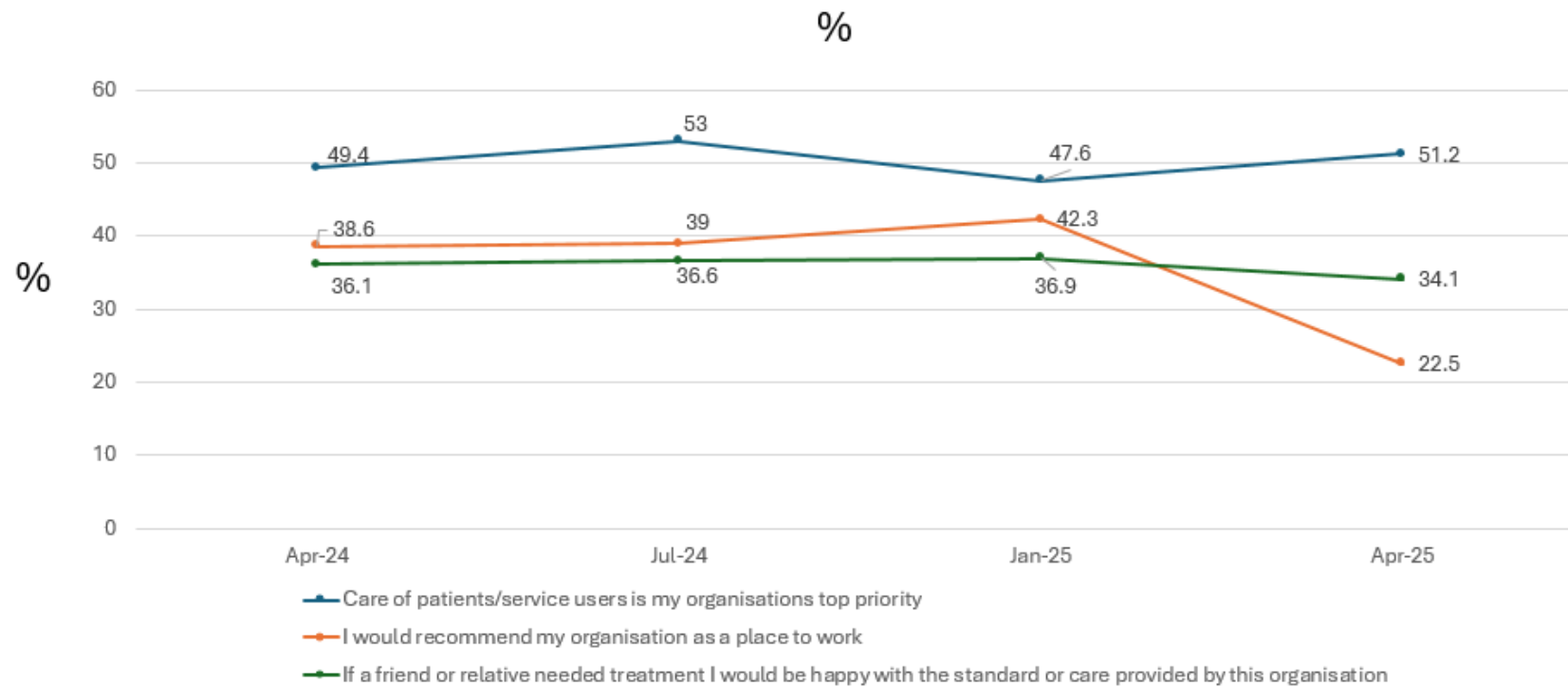
Employee engagement - motivation



Employee engagement – involvement

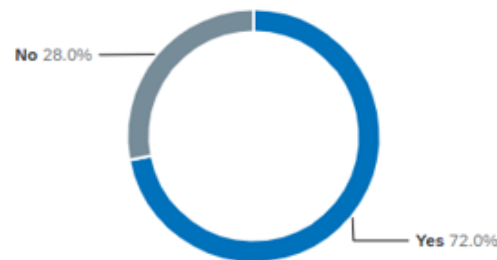


Employee engagement – advocacy

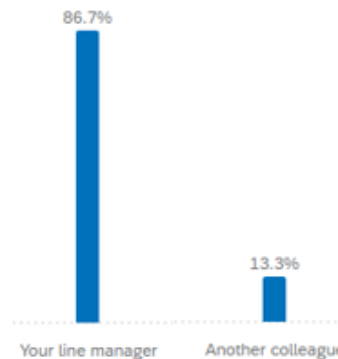


Health and wellbeing conversations

I have had a conversation about my health and wellbeing within the last 3 months

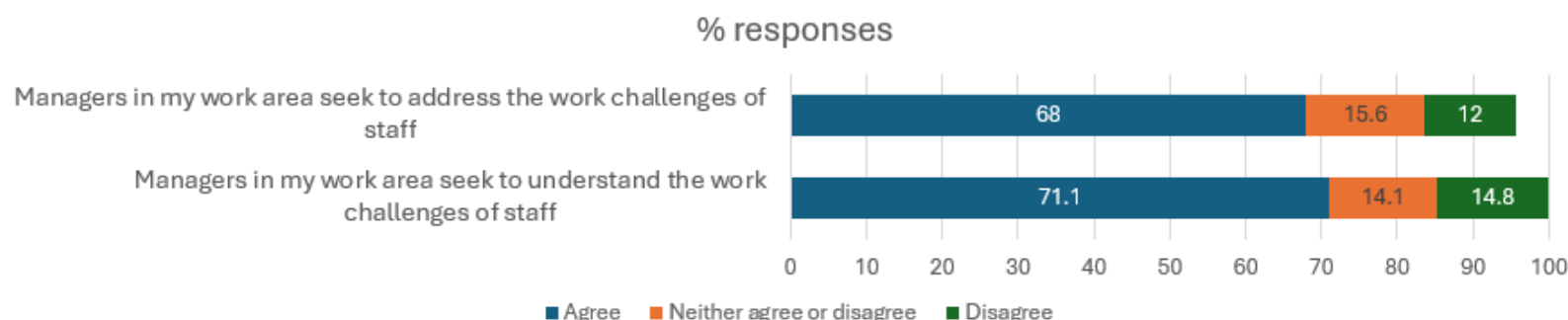


Those who responded 'yes' asked: who was the health and wellbeing conversation with?



79.6% respondents found the health and wellbeing conversation supportive, 15% were neutral and 5.3% didn't find it supportive.

Manager support



Respondents were then asked: what more can managers in your work area do to create a more compassionate and inclusive working environment?

Already compassionate and inclusive, learned from a few issues over the last couple of years which is positive.

I feel the managers in my particular area of safeguarding are very compassionate and create a very inclusive working environment already. I can't think of anything further they could do. We are very lucky to have such a good culture in safeguarding.

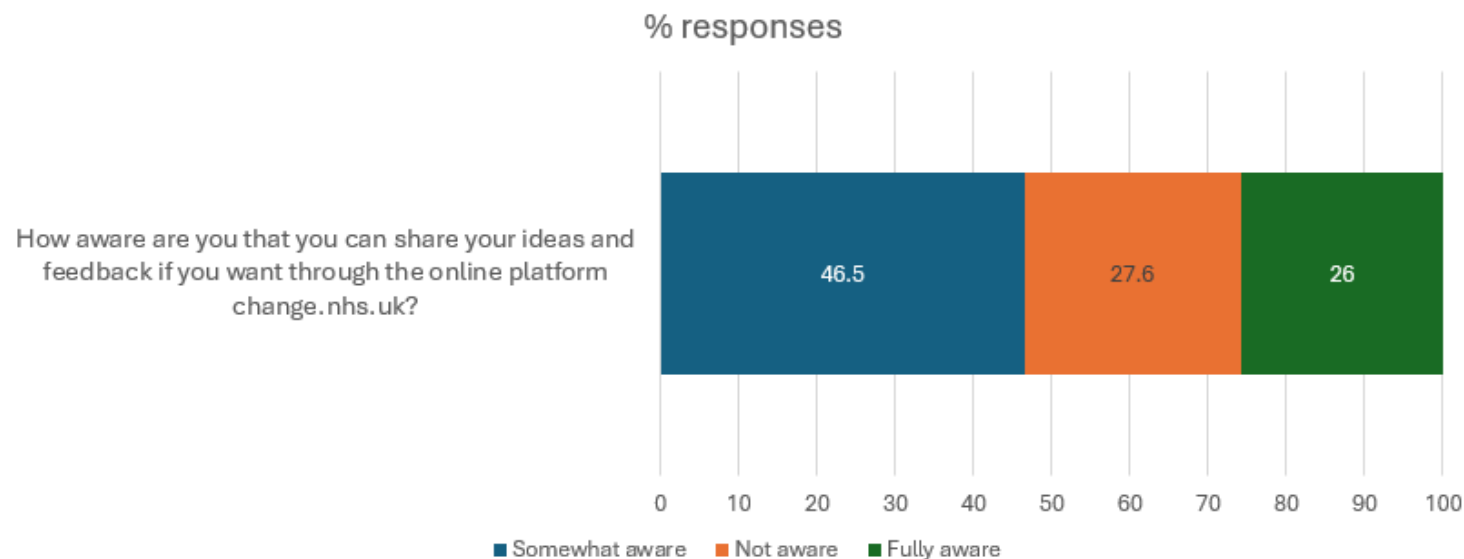
My immediate line manager is very supportive and does try and support, however at higher manager level, this does seem to disappear

Managers are compassionate and supportive, impact of reorganisation is outside of their control

My current line manager is very fixed in her thinking and I feel that she uses a 'one size fits all' for managing the team members. This is not helpful and affects team morale.

Even when we have raised things with managers, it is either swept under the carpet or not dealt with effectively. We have many inexperienced and incompetent managers in the organisation who make little effort to develop themselves and in turn support teams effectively. Nepotism rife.

10 year development plan and views



What one piece of feedback at this time would you like to share with your senior local or national leadership team?

- 104 comments were received in response to this question
- 6 comments around values and behaviours
- 11 positive comments about ICB integrity and communication
- 66 negative comments relating to national communication issues and reform
- Other comments around finance, communication and organisational change

Recommendations

- Continue with development of new and implementation of existing staff support activities.
- Consider local questions for July 2025 (early discussions have taken place about quantitative feedback around some of the measures we have implemented since January 2025)

ICB Wellbeing Check-in Questions

How are you feeling in relation to work?



☐ Positive



☐ Neutral



☐ Negative

Why are you feeling that way?

How are you feeling general?



☐ Positive



☐ Neutral



☐ Negative

Why are you feeling that way?

Which team/directorate are you in?

ICB Wellbeing Check-in May 2025

171 responses

How are you feeling in relation to work?



How are you feeling in general?



Themes	% of responses
Current ICB situation and job concerns	50.6
Work stress	7.9
Positive outlook	18.1
Workload pressures	4.1
Personal worries	4.1
Negative values and behaviours	2.3
Concern about line management/leadership	1.8
Blank/uncategorised	10.8

Actions completed

- Regular communication regarding ICB reform shared with staff.
- Fairness, Equity and Inclusion in Organisational Change session delivery started.
- Further HWB activities planned and delivered (see staff support page intranet).
- Group coaching supervision started.
- Leading through change sessions delivery started.
- Self-leadership through self-coaching offered.
- ICB wellbeing passport spotlight delivered.
- Additional wellbeing/listening room dates set.
- Mini mindfulness sessions delivered.
- Menopause peer support café continues.
- Careers, apprenticeships and business advice/sessions delivered and further session planned.

Actions in progress

- Promoting civility.
- Planning delivery of values roadshows/events.
- Support for staff during organisational change.
- Pensions sessions.

Appendix 4 – ICB wellbeing check-in summary June 2025

ICB Wellbeing Check-in June 2025

136 responses

How are you feeling in relation to work?



How are you feeling in general?



Themes	% of responses
Current ICB situation and job concerns	59.6
Work stress	4.8
Positive outlook	17.6
Workload pressures	2.9
Personal worries	4.4
Negative values and behaviours	1.8
Concern about line management/leadership	1.1
Blank/uncategorised	7.7

Actions completed since last report

- Fairness, Equity and Inclusion in Organisational Change session delivery complete.
- Money Matters support shared. (will include pensions sessions)
- Staff support, training and development continues.

Actions in progress

- Organisational wide engagement programme leading up to organisational change in development.
- Developing staff support offer with NHS Elect.
- Promoting civility.
- Planning delivery of values roadshows/events.
- Support for staff during organisational change.

Appendix 5 – Staff experience improvement plan

Action	Source	Target Date	RAG	Notes	Lead/team
Implement a resilience programme including stress management, leadership development, management support, etc.	Sickness absence deep dive report to executive team Dec 2024 and NPQS Jan 2025	Mar-25	G	Action following sickness absence deep dive report to exec team in Dec 2024 REACT and WB conversations training scheduled until end of July - Feb 25 Resilience sessions launched Mar 25 Leading through change launched May 25 Staff support and communications shared Self Leadership Through Change June 25	Ruth Keeler, Ambreen Bhatti, Fiona Yates
Promote civility – this is forming part of values and behaviours work	NPQS Jan 2025 Executive report	Mar-Jun 25	G	NHSE Civility video's circulated to all staff through fortnightly communications February 25 Civility video's put on the intranet for all staff access March 25 Civility and respect messaging threaded through all values toolkit work April 25 Task & finish group set up to look at further embedding of the civility work into our ICB culture July 25	Ruth Keeler
Promoting regular health and wellbeing (HWB) conversations for all staff.	NPQS Jan 2025 Executive report	Mar-Jun 25	G	Manager support training being run monthly May 25 Bespoke support sessions set up for staff when requested May 25	Ambreen Bhatti
Encouraging the use of HWB passport where appropriate and providing guidance.	NPQS Jan 2025 Executive report	Mar-Jun 25	G	Staff support sessions available for booking March 25	Ambreen Bhatti
Group coaching for the senior leadership team and managers to support staff effectively with HWB conversations and use of HWB passport	NPQS Jan 2025 Executive report	Mar-Jun 25	G	Coaching <u>offer</u> launched May 25 Coach training sessions created May 25	Ruth Keeler, Fiona Yates, Ambreen Bhatti
Managers to seek support for staff at risk of going off with stress related sickness or currently off sick for the same reason.	NPQS Jan 2025 Executive report	Mar-Jun 25	G	Ongoing staff support for those <u>at risk</u> March 25	HWB, HR
<i>No new actions</i>	Feb 2025 WB check-in				
Develop staff support intranet page	Mar 2025 WB check-in	Mar-25	G	Launched following ICB reform announcement June 25	Comms
Additional wellbeing support offer	Mar 2025 WB check-in	Apr-25	G	Additional offer launched March 25	People directorate
Regular communication regarding ICB reform to be shared with staff	Mar 2025 WB check-in	May-25	G	Regular communications taking place via newsflash, staff briefings, newsletter, exec drop-in sessions May 25	Comms
Continue with development of new and implementation of existing staff support activities.	NQPS Apr 2025 report	May-25	G	Continue to enhance and deliver wellbeing support activities. New additions: self-leadership, coaching development, fairness and equity workshops, mini mindfulness sessions delivered and more planned May 25	People directorate
Pensions sessions being planned in partnership with Money Matters	May 2025 WB check-in	Aug-25	G	Executive team paper, roll out August 25 onwards	HR

